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ABSTRACT

This report summarizes the activities and accomplishments of Alabama's community, junior, and technical college system for 1983 to 1985. Following an introduction by the chancellor, Charles L. Payne, the report highlights major achievements in the following areas: (1) strategic planning and management, covering activities related to critical issues, comprehensive involvement, mission statement, functional organization, personnel evaluations, professional networking, increased communication, university transfer of credit, reaffirmation of core curriculum, and linkage programs; (2) funding innovations, covering areas such as increased appropriations, line items, external funding, bond issue revenue, Tennesee Valley Authority funding, Job Training Partnership Act funding, and displaced homemaker funding; (3) institutional and systemwide responsiveness as evidenced by new programs, program revitalization, effective marketing, retention/recruitment, curriculum standards planning, services for business/industry, the New teacher Institute, and expanded prison education; (4) professional development, including information on funding, quality assurance, system workshops, retraining, return to industry, communication, and national recognition; (5) high technology instructional equipment, describing program-specific allocations, competitive grants, and full-time enrollment allocation; (6) administrative innovations; (7) personnel benefits, covering salary increases, salary contracts, K-12 teaching experience, salary schedule improvements, chairperson's compensation, summer quarter salary equalization, and work-related injuries; and (8) accountability, covering annual audits, management information system development, procedures manual for business officers, report tracking system, system planning/coordination, civil rights review, asbestos removal compliance, and capital requests authorization. (LAL)

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'In no period in the history of modern society have the challenges facing American education been greater nor the future more promising. The rapidity of technological change and its implications for growth and economic development have given new meaning to our mission of providing quality education and training for all Alabamians. The Alabama College System has responded to these challenges by initiating positive, critical evaluation and decision making. The system's commitment to building Alabama's future is a vital and critical link to Alabama's present and future economic development.'

--Charles L. Payne
Chancellor

Charles L. Payne, Chancellor

STATE OF THE ALABAMA COLLEGE SYSTEM

When I became Chancellor of the Alabama College System in December 1983, I accepted the position with the highest expectations of myself and the two-year college system. What I saw in those early months--the great enthusiasm, the dedication, the desire to become truly great--has established the climate and determined the direction of Alabama's community, junior and technical college system.

The Alabama College System has surged to the forefront of education's quest for excellence by relying on careful, collective planning and action. Our progress has been guided by the leadership of the Governor, the Legislature and the State Board of Education, whose commitment to quality, professional growth and student success has been crucial to our mission of building Alabama's future.

Now, more than ever, Alabama depends on the educational opportunities only two-year colleges can provide. As the system moves into its third decade of service, each and every one of us can point with pride to the enormous impact the Alabama College System has had on the economic development and quality of life in this state.

This **Biennial Report** summarizes those accomplishments achieved through an effective statewide networking of resources that has been the hallmark of this system's success.

STRATEGIC PLANNING AND MANAGEMENT

Informed decision making requires accurate, timely information presented in a systematic fashion which carefully weighs constraints, alternative strategies, implementation outcomes and cost effectiveness. The complexity of a dynamic and diverse system, coupled with the demands of increased technological change, necessitates that decisions affecting the system are made on sound educational principles and solid substantive information.

- **CRITICAL ISSUES**

  The task force approach to resolving critical issues facing the Alabama College System was determined by the Chancellor and the Board to be the most effective method of assessing the system's future direction. Critical issues addressed included articulation, economic development, administrative and programmatic realignments, high technology, partnerships for excellence, policy review and development, prison education, professional development, program assessment/curriculum development and long-range planning.

- **COMPREHENSIVE INVOLVEMENT**

  The task forces directly involved over 360 business and community leaders, students and education professionals and indirectly touched every person within the system--all 4,917 employees and over 62,000 students. The task force members used a systematic, cooperative approach in collecting data, analyzing problems and applying professional judgment to develop recommendations to be considered in the decision-making process.

- **MISSION STATEMENT**

  The first mission statement in the history of the Alabama College System, adopted by the Board in October 1985, capsulizes the myriad and unique educational opportunities available only through the state's two-year colleges. This foundation for long-range planning will guide the system through the year 2000.

- **FUNCTIONAL ORGANIZATION**

  In order to respond to institutional requests for additional professional statewide services, the Department of Postsecondary Education was organized into functional divisions and expanded to include the Alabama Industrial Development Training Institute (AIDT). This organizational structure provides for increased coordination of services to system colleges, better communication and responsiveness to college needs and accountability for

performance. Administration of the Department of Postsecondary Education has been improved through the development of comprehensive job descriptions for personnel and the establishment of departmental policies, including salary guidelines, grievance and due process procedures. The following new services are now being provided through the Department of Postsecondary Education: Job Training Partnership Act (JTPA) coordination, public information, displaced homemaker program coordination, legal services and economic development administration. The Department of Postsecondary Education continues to remain the nation's smallest collegiate agency and has augmented its small professional staff through the direct and dedicated involvement of experienced personnel within the two-year college system.

- **PERSONNEL EVALUATIONS**

An evaluation system for presidents has been developed and is ready for implementation. Comprehensive job descriptions and a structured evaluation plan are currently being developed for all system personnel and Department of Postsecondary Education staff. Annual evaluations will provide a valid means of continuous self-appraisal, an assessment for determining necessary improvements and a sound basis for making personnel management decisions.

- **PROFESSIONAL NETWORKING**

The Alabama College System has now incorporated in the planning process all professional associations by establishing standing committees that address specific areas of responsibility and interest. The coordinated interfacing of associations assures balanced systemwide perspectives on policy-level issues.

- **INCREASED COMMUNICATION**

To assure more effective communication and to enhance collaborative, cooperative efforts to meet emerging needs, the Chancellor has initiated district meetings of Board members and presidents.

- **UNIVERSITY TRANSFER OF CREDIT**

Through the combined efforts of all junior and community college deans and instructors, the system has now developed and adopted a common course numbering and description system for traditional transfer courses. This ambitious effort will advance articulation on a statewide basis and expedite transfer of credit between the Alabama College System and state universities.

- **REAFFIRMATION OF CORE CURRICULUM**

  As a result of the Articulation Task Force's in-depth evaluation of system needs, the criteria for awarding the associate degree have been reestablished to better respond to accreditation requirements to assure consistency within the system and to enhance the quality and integrity of the degree.

- **LINKAGE PROGRAMS**

  To address the nationally-recognized need for two-year colleges to establish stronger working relationships with secondary schools, a comprehensive study involving personnel from both sectors of education produced nine recommendations to accomplish this goal. A statewide linkage structure has been devised to promote communication between postsecondary and secondary educational leaders. Pilot projects for 2+2 technical preparation/associate degree programs have been planned, and a statewide policy for acceptance of Advanced Placement credit is being developed.

Public trust and confidence in the Alabama College System have been enhanced through this process of strategic decision making. Long-standing problems and issues have been carefully considered and professionally addressed and the mechanisms for the planned and orderly evolution of the system firmly established.

FUNDING INNOVATIONS

To respond to the challenges and expectations of a rapidly changing technological society, the Alabama College System has sought additional revenue as well as developed new linkages with external groups and agencies.

- **INCREASED APPROPRIATIONS**

  State appropriations increased 23 percent in 1983-84 and 22 percent in 1985-86. The increases, which are substantially higher than the previous five years, can be largely attributed to new line items in the budget.

- **LINE ITEMS**

  The Legislature appropriated $4.6 million for line items in the Alabama College System's budget in 1984-85 and $12.5 million in 1985-86. Line items supported vital system needs such as professional development, displaced homemaker programs, purchase of high-technology equipment, library enhancement, facilities renewal, program enhancement/development and prison education programs.

- **EXTERNAL FUNDING**

  Sources and opportunities for securing state and federal funding have been continually emphasized to assist Alabama's system of colleges in obtaining external funding. Junior and community colleges have historically received Title III funding but technical colleges remained ineligible. As a result of concentrated efforts to secure eligibility, five technical colleges received approximately $1 million in new funding in 1985-86. Through the establishment of institutional foundations, additional funds from private sources have also been secured.

- **BOND ISSUE**

  The Alabama College System was allocated $20 million from the Capital Outlay Bond Issue for Education to provide for instructional equipment, facilities renewal and new construction.

- **TVA FUNDING**

  The Tennessee Valley Authority (TVA) has provided eight institutions with a total of $3.5 million over the past two years to permit the colleges to respond to emerging and high technology needs and to provide retraining for unemployed workers.

- **JTPA FUNDING**

  Over $1.4 million in annual funding for individual referral and dedicated JTPA programs has strengthened linkages with business and industry and augmented funding capabilities through the joint acquisition of equipment. The programs annually assist over 2600 unskilled adults and economically disadvantaged youth enter the labor force.

- **DISPLACED HOMEMAKER FUNDING**

  Special state and federal funding has allowed substantial expansion of displaced homemaker programs, which grew from 5 to 27 programs in 1985.

Through individual and collective action, the Alabama College System has actively sought and secured the financial resources required to remain viable, dynamic institutions responding to the increased expectations of students, business, industry and communities.

INSTITUTIONAL AND SYSTEMWIDE RESPONSIVENESS

For the first time in its 20-year history, the Alabama College System has aligned institutional and state-level priorities, initiatives and resources to respond to the needs of Alabamians through mutually-supportive, planned action.

- **NEW PROGRAMS OF SERVICE**

  Programs designed to meet the needs of special targeted populations have added numerous new dimensions to the Alabama College System.

  - **DISPLACED HOMEMAKER PROGRAMS**

    As a result of a newly-created state line item for displaced homemaker funding and increased federal funding, displaced homemaker programs grew from 5 to 27 in 1985. Over 3000 program participants have been provided vital training and counseling, enabling them to experience economic independence. A program coordinator was employed by the Department of Postsecondary Education to assist institutions in planning, coordinating and implementing the programs.

  - **SEX BIAS ELIMINATION PROGRAMS**

    Fifteen sex bias elimination programs were introduced in the Alabama College System in 1985 to establish exploratory programs that emphasize elimination of sex bias and sex-role stereotyping in traditional vocational programs.

  - **JTPA PROGRAMS**

    JTPA programs were introduced in the Alabama College System in 1983 to meet the educational and job training needs of economically disadvantaged students and adults facing serious employment barriers. The programs annually serve over 2600 students. A new statewide Coordinator of JTPA Programs provides the system with program and funding leadership.

- **PROGRAM REVITALIZATION**

  The incorporation of technological innovation in virtually every course offering has had a profound effect in redirecting the orientation of curriculum. The viability of the vast majority of

our programs has been resoundingly reaffirmed. Programs identified as being no longer viable are being eliminated on an institution-by-institution basis.

• EFFECTIVE MARKETING

A Public Information Coordinator has been added to the Department of Postsecondary Education staff to increase the public's understanding and support of the Alabama College System through increased dissemination of news and information. Networking techniques have been utilized to implement effective systemwide marketing projects. This method has provided the system with a unity of focus, which has promoted the Alabama College System's emphasis on creating a positive public image. In addition, a new system logo has been created which graphically expresses the goals and philosophies of the system. The logo will appear on all mediums of communication, including the following system publications currently being developed: a general brochure, an 8-foot by 8-foot display board to be exhibited at major gatherings, an impact brochure emphasizing economic development and a comprehensive fact sheet.

• RETENTION/RECRUITMENT

The Alabama College System has emphasized retention and recruitment through development of an in-depth manual for systemwide retention self-studies, sponsorship of an enrollment management workshop for system administrators and development of institutional marketing strategies. This increased sensitivity to enrollment and retention contributed to a 7 percent enrollment increase in fall quarter 1985. These initiatives have been enhanced by the recent waiver of tuition for adults 60 years of age or older.

• CURRICULUM STANDARDS

A comprehensive long-range plan was developed to ensure competency-based technical education programs that realistically address state-of-the-art needs of business and industry. The plan provides for technical education standards, unified course descriptions, detailed student guides, competency profiles and a checklist for program review. Implementation of the plan will bring about numerous innovations and assurances of quality.

• SERVICES FOR BUSINESS/INDUSTRY

To strengthen vital linkages, each college has established a single institutional contact for business and industry training. Newly-developed Training-for-Industry guidelines are providing the flexibility and responsiveness needed for the colleges to

respond to the short-term training needs of business and industry. By embracing AIDT as a functional division, the Department of Postsecondary Education provided the colleges with additional training-for-industry support, thus strengthening local services to business and industry.

- **NEW TEACHER INSTITUTE**

  An orientation program for new system instructors is now provided through establishment of the New Teacher Institute (NTI). NTI meetings emphasize the preparation of new teachers through the development of planning, teaching and management skills.

- **EXPANDED PRISON EDUCATION**

  A special $2 million allocation for inmate education has allowed expansion of services to some 650 inmates at the West Jefferson, Limestone and St. Clair Prisons; services will be expanded to Bullock County in the near future. Nontraditional programs for female inmates are also offered at Tutwiler Prison.

The direct participation of institutional personnel, business and industry leaders, community leaders and state officials, not only in identifying priorities but also in planning the action required to respond to those priorities, has strengthened institutional and state-level responsiveness to the educational needs of Alabama.

PROFESSIONAL DEVELOPMENT

For the first time in its 20-year history, the Alabama College System has a comprehensive plan for improving the quality of our instructional programs by investing in the professional development of our personnel.

- **LINE ITEM FUNDING**

  The Legislature invested $1 million in 1984-85 and $1.5 million in 1985-86 as a commitment to instructional effectiveness and excellence.

- **QUALITY ASSURANCE**

  Each state-coordinated activity was planned and implemented by a faculty/staff committee representative of each program-specific area. The committees' extensive involvement in the planning process assured that services were substantive and relevant.

- **SYSTEMWIDE WORKSHOPS**

  Over the last two years, each instructor has attended three intensive three-day workshops with the fourth scheduled for April 1986. Professional Development was the vehicle utilized to bring together all system personnel in recognition of our 20th anniversary.

- **RETRAINING**

  The retraining needs of faculty in obsolete program areas are being met through college-sponsored services. These retraining programs focus on emerging technologies.

- **RETURN TO INDUSTRY**

  Special cooperative programs with business and industry are being developed to permit faculty and industry interchange.

- **COMMUNICATION**

  A bimonthly newsletter, "Professional Development News," keeps system personnel abreast of statewide and individual professional growth activities within the system.

- **NATIONAL RECOGNITION**

  Alabama's comprehensive professional development program has achieved national recognition as a model program. The program was featured in **Linkages,** a national publication, and personnel presented Alabama's professional development plan at the 1985 National Conference on Teaching Excellence.

This nationally-acclaimed approach has permitted our most valuable resource, our faculty and staff, the opportunity to master technological change, to interact directly with recognized leaders in their field of specialization, to build upon their strengths and to expand their horizons.

HIGH TECHNOLOGY INSTRUCTIONAL EQUIPMENT

For the first time in its 20-year history, the Alabama College System has a well-documented, sound plan for the systematic acquisition of instructional equipment. In order for Alabama to respond to technological change and to remain competitive with surrounding states, technological innovation must be systematically and orderly integrated into our curriculum and program offerings.

- **PROGRAM-SPECIFIC ALLOCATIONS**

  In 1983 the Public School and College Authority with State Board of Education concurrence allocated $6,062,579 to enhance specific targeted programs across the system. Most specifically,drafting, electrical-electronics and machine technology were allocated enough funds to respond to emerging technologies. In addition, other specific programs including aviation were identified for funding. This approach increased the capacity of all colleges which offered specific high technology programs to respond to technological innovations.

- **COMPETITIVE GRANTS**

  In 1984 the Alabama Legislature responded to the request of the Commission on High Technology by allocating $3,110,261 for high technology instructional equipment. The Commission recommended and the Board adopted an approach which provided for an allocation of up to $25,000 to each college that could justify its request, with the remainder allocated on a competitive proposal basis. The equipment was restricted to technologically current equipment with emphasis placed on linkages with the needs of business and industry. This approach gave priority in funding to those colleges that could demonstrate the greatest need and the strongest linkages with business and industry.

- **FTE ALLOCATION**

  In 1985 the Alabama Legislature allocated on a full-time enrollment (FTE) basis $3 million to state junior and technical colleges in order for each institution to respond to priorities for instructional equipment. In addition, $1.4 million was allocated to the colleges to be distributed by the Chancellor on a needs basis.

The Governor and the Legislature have been quite responsive to the needs of the Alabama College System since 1983 by investing over $12 million for the acquisition of high technology instructional equipment. In 1984 the

Commission on High Technology surveyed surrounding states and found that to remain competitive Alabama required an investment of $16 million in instructional equipment. This need was further reinforced through their survey of Alabama business and industry requirements. The Alabama College System continues to have an unmet instructional equipment need exceeding $11 million.

ADMINISTRATIVE INNOVATIONS

For the first time in its 20-year history, the Alabama College System is formally analyzing and determining the most viable and effective approaches for providing college services for the citizens of Alabama. The diversity of community needs and the complexities of legal, historical, fiscal and ethical considerations have been reconciled through innovative and courageous action by the Board.

- **SHELBY COUNTY**

  Educational services are now provided to Shelby County area residents as a result of the creation of a consortium of five two-year colleges. This innovative approach to meeting the demands for educational services was accomplished as an alternative to the investment of $7 million required for the initial establishment of a new college. Through a planned, cooperative effort, over 200 students are presently being served at a minimal cost to the state's taxpayers.

- **GADSDEN/ETOWAH COUNTY**

  The first-ever merger in Alabama's history of higher education was recently accomplished in Gadsden to improve the delivery of services. The plan for consolidation of three institutions--one historically black and two historically white--was so solid and the need so great, that the Justice Department joined the Department of Postsecondary Education in its petition for merger; the plan was approved verbatim by the federal courts. Merger of the colleges diverted over $750,000 from administrative costs to instructional services, thus improving and enhancing in a nondiscriminatory fashion programs offered in the Gadsden area.

- **OTHER AREAS**

  The needs of Calhoun County and Huntsville/Madison County are presently being examined by task forces to explore the possibilities of programmatic and administrative realignment. The postsecondary educational needs of other areas are projected for study in coming months.

Combining the strengths of local community, business and industry leaders with college professionals throughout the system ensured an in-depth evaluation of the needs of each community and the development of an objective model plan of action which uniquely meets the needs of each community. Leadership by the Alabama College System in successfully addressing this nationwide higher education issue has already received national recognition.

PERSONNEL BENEFITS

For the first time in the 20-year history of the system, compensation and benefits for instructional, administrative and support personnel exceed the national average and lead the southeastern states in virtually every categorical comparison. Excellence of instruction and Alabama's competitive economic position cannot be achieved without the capacity to attract and retain the most gifted and talented collegiate leaders.

- **SALARY INCREASES**

  All full-time system employees received a 15 percent salary increase in 1984-85 and a 5-15 percent increase in 1985-86. Full-time hourly employees were also granted a 5 percent salary increase in 1985-86.

- **SALARY CONTRACTS**

  Salary increases historically provided for teaching personnel in September are now provided for all personnel in September. This policy unifies salary increases for all system personnel.

- **K-12 TEACHING EXPERIENCE**

  The value of prior K-12 teaching experience historically recognized for technical college personnel has now been extended to include junior college personnel.

- **SALARY SCHEDULE IMPROVEMENTS**

  The worth and value of competence gained through experience were recognized by adding steps 8 and 15 to all salary schedules. Salary schedules were further improved by revising Schedule E and establishing Schedule H.

- **SALARY SCHEDULE E**

  To assure uniform, fair and equitable compensation, all full-time hourly support personnel were placed on Salary Schedule E. Grade E-8 was deleted from the schedule to ensure that entry-level employees were paid substantially above the national minimum wage.

- **SALARY SCHEDULE H**
  The philosophy of equitable compensation was extended to permanent hourly employees working 20-39 hours by creating Salary Schedule H. In addition, provisions were made to allow these personnel to accrue leave time.

- **CHAIRPERSONS' COMPENSATION**
  The leadership provided to instructional programs by department or division chairpersons was acknowledged with a $50 increase per month in compensation.

- **SUMMER QUARTER SALARY EQUALIZATION**
  Summer quarter salaries were adjusted to equal teaching salaries for other quarters.

- **WORK-RELATED INJURIES**
  A policy was approved to pay the salaries of employees who are absent from work due to on-the-job injuries without deducting earned sick leave days.

Great strides have been made in creating a fair, equitable and uniform employment and compensation system. Inconsistent policies for each employee classification group have been reconciled, and the value and worth of teaching experience have been reaffirmed by adding additional experience steps in the salary schedules.

ACCOUNTABILITY

The Alabama College System has implemented a statewide system of fiscal and program accountability which supports informed decision making on the institutional and state level. The system can now better support requests for additional resources with documented evidence, as well as clearly indicate the results obtained through the investment of public funds.

- **ANNUAL AUDITS**
  College fiscal audits performed by the Examiners of Public Accounts are now scheduled on an annual cycle to establish timely institutional compliance with generally-accepted accounting principles and federal guidelines. Immediate feedback provided on an annual basis allows for improved planning and management of the institutions. The State Examiners has been designated as the sole auditing agency for federal funds to enhance and expedite the completion of fiscal audit reports.

Accountability audits are now conducted by Department of Postsecondary Education staff to determine compliance with selected system policies and procedures and to verify tuition reports.

- **MANAGEMENT INFORMATION SYSTEM (MIS)**

A four-phase plan for implementation of a management information system to include extensive data bases and electronically-prepared reports was initiated in 1983. Two phases of the plan--computer networking of system personnel files and course data--are nearing completion. Purchase of an advanced computer system is required to complete the final two phases--financial reporting and student files. The system will provide immediate access to vital data needed for decision making by the Board, the Legislature and other agencies, as well as improve institutional management in these areas.

- **PROCEDURES MANUAL/BUSINESS OFFICERS**

A newly-developed procedures manual for system business officers ensures system compliance with National Association of College and University Business Officers' standards, state laws and Board policy. The uniformity of this information has permitted vital data to be presented in an accurate, timely manner to the Legislature and key decision makers, as well as permitting comparability of fiscal data for all levels of higher education in the state.

- **TRACKING SYSTEM**

A tracking system for institutional reports has been developed to simplify the monitoring of deadline compliance and to provide valuable information that will permit the Alabama College System to remain viable and responsive to the Board, the Legislature and state and federal agencies.

- **SYSTEM PLANNING/COORDINATION**

A yearly calendar of meetings and activities has been developed to streamline the sequencing, planning and coordination of events throughout the system.

- **CIVIL RIGHTS REVIEWS**

Eight system colleges were reviewed and evaluated in 1985 to determine federal civil rights compliance. Overall findings are extremely positive, indicating the systems' compliance with federal regulations.

- **ASBESTOS REMOVAL COMPLIANCE**

Compliance with federal asbestos removal regulations has been initiated through the dissemination of in-depth information to system personnel. The Alabama College System is requesting over $8 million for asbestos removal in the 1986-87 budget.

- **CAPITAL REQUESTS PRIORITIZATION**

  Current inventories of needs for capital outlay projects are now maintained in the Chancellor's Office, and priorities are placed on these requests for presentation to the Legislature. Priorities established for 1986-87 include asbestos removal, instructional equipment, transportation equipment, facility renewals and replacements and new construction.

Increased demand for more accurate and thorough documentation of institutional compliance with local, state and federal regulations; the need for timely, accurate and comprehensive information for institutional and state-level decision making; and the increased demand of the general population that educational reform be implemented at all levels have made educational accountability the major priority of the 1980s.

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ALABAMA COMMUNITY, JUNIOR, AND TECHNICAL COLLEGES

COMMUNITY

Calhoun State Community College
P. O. Box 2216
Decatur, AL 35602
353-3102

Lawson State Community College
3060 Wilson Road
Birmingham, AL 35221
925-1666

Shelton State Community College
1301 15th Street East
Tuscaloosa, AL 35401
759-1541 or 556-1165

State of Alabama Community Colleges
in Gadsden
George Wallace Drive
Gadsden, AL 35999-9990
547-5451, 547-1685 or 546-0484

George C. Wallace State Community College
Napier Field
Dothan, AL 36303
983-3521

Wallace State Community College
Hanceville, AL 35077-9080
352-6403

George Corley Wallace State Community College
P. O. Drawer 1049
Selma, AL 36702-1049
875-2634

JUNIOR

Alexander City State Junior College
P. O. Box 699
Alexander City, AL 35010
234-6346

Bishop State Junior College
351 North Broad Street
Mobile, AL 36690
690-6416

Brewer State Junior College
2631 Temple Avenue North
Fayette, AL 35555
932-3221

Chattahoochee Valley State Community College
2602 Savage Drive
Phenix City, AL 36867
297-4981

Jefferson Davis State Junior College
P. O. Box 958
Brewton, AL 36426
867-4832

Enterprise State Junior College
P. O. Box 1300
Enterprise, AL 36331
347-2623

Faulkner State Junior College
Highway 31, South
Bay Minette, AL 36507
937-9581

Patrick Henry State Junior College
P. O. Box 2000
Monroeville, AL 36460
575-3158

Jefferson State Junior College
2601 Carson Road
Birmingham, AL 35215-3098
853-1200

Northeast Alabama State Junior College
P. O. Box 159
Rainsville, AL 35986
638-4418

Northwest Alabama State Junior College
Route 3, Box 77
Phil Campbell, AL 35581
993-5331

Snead State Junior College
P. O. Drawer D
Boaz, AL 35957
593-5120

Southern Union State Junior College
Roberts Street
Wadley, AL 36276
395-2211

Lurleen B. Wallace State Junior College
P. O. Box 1418
Andalusia, AL 36420
222-6591

SENIOR COLLEGE

Athens State College
Athens, AL 35611
232-1802

TECHNICAL

Alabama Aviation and Technical College
P. O. Box 1279
Ozark, AL 36361
774-5113

Atmore State Technical College
P. O. Box 1119
Atmore, AL 36504
368-8118

Ayers State Technical College
P. O. Box 1647
Anniston, AL 36201
831-4540

Bessemer State Technical College
P. O. Box 308
Bessemer, AL 35020
428-6391

Carver State Technical College
414 Stanton Street
Mobile, AL 36617
473-8692

Drake State Technical College
3421 Meridian Street, North
Huntsville, AL 35811
539-8161

Fredd State Technical College
3401 32nd Avenue
Tuscaloosa, AL 35401
758-3361

Hobson State Technical College
P. O. Box 489
Thomasville, AL 36784
636-9642

Ingram State Technical College
P. O. Box 209
Deatsville, AL 36022
285-5177

MacArthur State Technical College
P. O. Box 649
Opp, AL 36467
493-6631

Muscle Shoals State Technical College
P. O. Box 2545
Muscle Shoals, AL 35662
381-2813

Northwest Alabama State Technical College
P. O. Drawer 9
Hamilton, AL 35570
921-3177

Nunnelley State Technical College
P. O. Box 389
Childersburg, AL 35044
378-5576

Opelika State Technical College
P. O. Box 2268
Opelika, AL 36801
745-6437

Patterson State Technical College
3920 Troy Highway
Montgomery, AL 36116-2699
288-1080

Reid State Technical College
P. O. Box 588
Evergreen, AL 36401
578-1313

Southwest State Technical College
925 Dauphin Island Parkway
Mobile, AL 36605
479-7476

Sparks State Technical College
P. O. Drawer 580
Eufaula, AL 36027
687-3543

Trenholm State Technical College
1225 Air Base Boulevard
Montgomery, AL 36108
832-9000

Walker State Technical College
P. O. Drawer K
Sumiton, AL 35148
648-3271

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